



# City of Tucson - Quarterly Critical Project Status Report

Third Quarter, FY2003: January – March

## Focus Area: Good Government

Strategies for the Year

Improve Customer Service Position the City to provide the highest level of customer service to City residents and the community at large.

Prepared Workforce - Enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.

Fiscal Responsibility - Optimize and streamline organizational processes to ensure quality services and fiscal responsibility.

Expand Use of Technology - Capitalize on technology to improve service and increase efficiency, ensure public and employee safety, exercise appropriate environmental stewardship, and provide greater information access.

Strengthen Partnerships - Build a strategic network of partnerships that aim at bettering community life, eliminating redundant services, and stretching the value of the taxpayer's dollar.

| Project Name                | Description  | Accomplishments For Quarter  | Projections for Next Quarter   |
|-----------------------------|--|--|--|
| Enhanced Customer Service   | Develop a plan to begin a multi-year initiative to improve customer service City wide. Continue to work to improve the telephone system, for example roll out the constituent relationship management (CRM) system to support this effort. Concentrate the training division's efforts on customer service education for employees. Commit to addressing customer issues at the first point of contact.        | Development Services Department (DSD) sessions have continued with three teams working to improve customer service in all aspect of the Department.<br>Operations Department has completed focus groups in Fleet Services and begun Team Powered Service (TPS) Customer Service data gathering in Facilities Design & Management.<br>Shared Tracking Assignment & Review (STAR) system is in the pilot phase.<br>A new, more interactive, description of Team-Powered Service was designed and implemented and was received very positively.<br>A City-wide external and internal customer service survey has been designed and is ready to be administered.<br>A self-assessment survey has been designed that will begin the gap analysis for service. | DSD team will begin the Building phase of Team Powered Service (T-PS).<br>Operations will complete Customer Data input focus group meetings in Facilities.<br>Lesson plans will be developed for the entire T-PS program to give consistency to the program and to speed up the implementation of the program. |
| Diversify Fees and Revenues | Develop a proposal for City services fees, which is based upon the cost to deliver the service, as well as giving consideration to the relationship of the benefit of the service. Also, explore a policy that guarantees service delivery timeframes. Develop a collaborative process to educate and involve community members to assist with future decision-making on the variety of approaches to meet our | Staff has gathered data for the committee. The City Manager has named Todd Sander and committee convener. The City Manager has also chosen the committee members and the first meeting date has been set.  | First meeting between staff and Committee on May 27, 2003. Goal is to have monthly meetings and conclude committee work in November or December.   |



# City of Tucson - Quarterly Critical Project Status Report

Third Quarter, FY2003: January – March

## Focus Area: Good Government (Continued)

| Project Name                                | Description   | Accomplishments For Quarter   | Projections for Next Quarter  |
|---|---|---|---|
| City of Tucson Public Communications Plan   | <p>This is a multi-year project aimed at improving the way City staff communicates, assists, and works with community members. Three distinct efforts are underway.</p> <p>1)BROAD COMMUNICATION EFFORTS: The initial (Intake/Assignment/Review) effort is concentrating on tactical improvements to how the City communicates important issues.</p> <p>2)POLICY REVIEW/REVISION: A team is reviewing and will recommend City wide changes to all policies and procedures for interacting with the public. This will include all contacts from routine service provision and constituent initiated contacts through working with the community on issues important either to smaller communities of interest, such as neighborhoods, or the community as a whole.</p> <p>3) TOOLS: To assist in both understanding needs and providing service, the usefulness of available Customer Relationship Management (CRM) software will be evaluated by the strategy team in a series of pilot projects. First project is the STAR pilot (Shared Tracking Assignment &amp; Review). (The budget reflects only the funds allocated for the CRM pilot and does not include staff time for any of the three efforts underway)</p> | <p>A series of public forums on the budget has been scheduled and is underway. Budget presentations at Mayor and Council have been made easily accessible on line. A public Budget Forum is available at the City's web-site and has generated ongoing conversations on a variety of topics. The CRM Strategy Team is involved in an ongoing examination of policy and procedures. Equipment to replace outdated Comment Line technology is in the request for proposal process. This will enable the sharing of that workload around the City, eliminate redundant entry, and speed up the process. The web based version of the City's current intake, tracking, and review process for constituent inquiries has been implemented in four council offices and the City Manager's Office. Executive Leadership Team distributed first draft of communication plan for review.</p> | <p>Continued efforts to further the public discussion of the budget. Further rollout of the STAR pilot. Public Information Group will provide input to the communication plan, and website.</p>   |
| City of Tucson Employee Communications Plan | <p>This is a multi-year project to develop and refine information sharing with City employees. Project will incorporate insight gained from ongoing City townhalls, department townhall follow-up efforts, Public Information Group discussions, and employee discussions and suggestions. This represents a continuing effort to routinely and consistently communicate with the workforce on matters of importance and/or interest. The goal is an environment where employees feel two-way communication is encouraged and valued.</p>   | <p>Framework for Strategic Communication Plan was distributed to Executive Leadership Team for comment on direction and messages. Public Information Group notified that their comments and contributions will be requested for completion of the plan during the fourth quarter.</p>   | <p>Continue to align new efforts with feedback received from already established channels such as the town hall process, individual department follow-up, and employee comments and suggestions. Continue to refine Intranet and video streaming capabilities to provide a richer communication environment for employees and encourage them to participate in developing materials and approaches. Complete communication plan with input from Public Information Group.</p> |